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## **Chapter 13**

### **General/Flag Officer's Quarters**

#### **Section I**

#### **General**

##### **13-1. Scope**

While the provisions of other chapters in this regulation also pertain

to GFOQ, this chapter prescribes policies, procedures, and responsibilities which apply uniquely to furnishing, operating, maintaining, repairing, and improving GFOQ.

##### **13-2. Background**

*a.* Many GFOQ are older and larger than the vast majority of the Army's family housing inventory. Many are also historic or architecturally significant, or both. These factors tend to drive up the costs of operating and maintaining these units. GFOQ are the most expensive family housing units in the inventory. The Army has

approximately 150,000 dwelling units of which about 350 (less than one-fourth of 1 percent) are GFOQ. The average annual cost of operating and maintaining a set of GFOQ is generally more than three times the worldwide DU average for the total family housing inventory.

b. Reports on how much GFOQ cost are closely scrutinized. Congress has expressed a special interest in this matter and is requiring more detailed reviews of GFOQ costs in the budget approval process. These reviews are intended to ensure that family housing funds are being put to best use.

### **13-3. General policies for general/flag officer's quarters**

a. GFOQ will be managed economically considering the age and condition of the housing and the representational responsibilities of the residents. In general, decisions should be made using the "prudent landlord" concept; that is, would a prudent landlord in the private sector accomplish the proposed action? This policy applies to the maintenance, repair, and improvement of the DU and associated grounds and other real property, and to the provision, maintenance, repair, and replacement of furnishings.

b. The high O&M costs associated with GFOQ demand special attention to assure all reasonable economies. While an alternative to high cost is replacement, the criteria for replacing such housing are restrictive. Thus, it is essential that all who have a role in the operation and maintenance of such housing exert maximum effort on preserving these housing facilities, particularly those linked to our heritage.

c. Self-help by GFOQ residents is in concert with the "prudent landlord" concept. It is encouraged.

d. O&M costs will be monitored. Where such costs are consistently above the average for all GFOQ, alternatives such as disposal, diversion, reallocation, conversion, redesignation, major repair, modernization, revitalization, improvement, or replacement should be considered. An economic analysis should be used to aid in determining the preferred alternative. The recommendations accompanying the analysis should discuss considerations given to non-economic factors such as size, location, and historic or architectural significance.

e. GFOQ reports will be prepared for those DUs which meet the requirements set forth in paragraph 16-10.

## **Section II Responsibilities for General/Flag Officer's Quarters**

### **13-4. The Assistant Chief of Staff for Installation Management**

The ACSIM is responsible to the CSA for ensuring that the spirit and intent of this chapter are fully met. Specifically, the ACSIM will—

a. Review all requests for work, services, and furnishings in GFOQ requiring HQDA approval.

b. Review and comment on all recommendations for action on high cost GFOQ submitted by the MACOMs.

c. Resolve major M&R issues forwarded by the MACOMs for HQDA decision. (See para 13-25.)

d. Review each GFOQ which has—

(1) A request for housing revitalization or improvements.

(2) A major M&R project estimated to cost \$15,000 or more.

(3) Incidental improvement projects estimated to cost more than \$3,000 (\$15,000 for projects which support an exceptional family member).

(4) A total M&R which is expected to cost \$25,000 or more in a FY.

(5) Combined O&M costs estimated to exceed \$50,000 in a FY.

e. Submit requests to Congress for approval to exceed congressionally-imposed limitations.

f. Analyze annually GFOQ O&M obligations Army-wide, formulate explanations for high cost units and unusual cost trends and provide such information as may be required through the CSA to OSD.

g. Develop and manage a program to reduce the annual O&M costs of high-cost units.

### **13-5. Major Army commander**

The MACOM commander will—

a. Ensure that installation actions submitted to higher headquarters conform with this regulation and Army regulations referenced herein.

b. Review planning for the O&M and construction associated with all GFOQ in the MACOM inventory. (See paras 2-11 and 13-28.)

c. Review the annual budget estimates prepared by the installations for each GFOQ in the MACOM's inventory (para 13-29). Forward those whose O&M costs are expected to exceed \$50,000 and those whose M&R component is expected to cost \$25,000 or more to ATTN DAIM-FDH, ACSIM, 600 Army Pentagon, Washington, DC 20310-0600. Do not exceed these funding limitations without appropriate approval.

d. Seek approval from ATTN DAIM-FDH, ACSIM, 600 Army Pentagon, Washington, DC 20310-0600 to carry over congressional approval authority for M&R on a specific GFOQ. (See para 13-29d.)

e. Resolve disagreements between the installation commander and the GFOQ resident on major M&R projects which are forwarded by the installation commander. (See para 13-25.) Forward such matters to the ACSIM when a HQDA decision is required.

f. Review all requests for work, services, and furnishings which require higher authority approval.

g. Review and comment on all recommendations for action on high cost GFOQ.

h. Review the requests below and forward with comments to ATTN DAIM-FDH, ACSIM, 600 Army Pentagon, Washington, DC 20310-0600 no later than concurrently with the command budget estimate (CBE) or equivalent submission.

(1) Each GFOQ request for a major M&R project which is estimated to cost \$15,000 or more and each GFOQ request whose total M&R for that GFOQ is estimated to cost \$25,000 or more in a FY.

(2) Incidental improvements requests exceeding \$3,000 per DU (\$15,000 per DU for projects which support an exceptional family member) in a FY.

i. Analyze annually GFOQ O&M obligations MACOM-wide, formulate explanations for high cost units and unusual fiscal trends, and provide such information to ATTN DAIM-FDH, ACSIM, 600 Army Pentagon, Washington, DC 20310-0600.

### **13-6. Installation commander**

The installation commander will—

a. Assure that all residents of GFOQ are provided an applicable excerpt or summary of this regulation.

b. Provide the GFOQ resident with an orientation on his or her GFOQ as soon as possible after occupying the GFOQ.

c. Ensure the development and maintenance of comprehensive plans for the operation, maintenance, repair, and improvement of each set of GFOQ in the installation's inventory consistent with prudent management practices. (See paras 2-11 and 13-28.)

d. Assure adherence to an execution plan which accomplishes the correction of identified deficiencies.

e. Review the scope, frequency, and estimated cost of all work in order to provide the resident with recommendations for economically sound alternatives.

f. Advise the resident of all work planned and programmed that is determined necessary to preserve the integrity of the property.

g. Assure that the GFOQ resident has given written approval prior to initiation of M&R work. (The GFOQ resident's approval is not required for M&R work done by service order (SO) or work contained in the previously approved six-year GFOQ plan (SYGP).) M&R work on GFOQ performed between occupancies for which no written approval was given by the previous resident will be approved in writing by the installation commander or designee.

h. Accomplish, especially in connection with change of occupancy, only that work consistent with the "prudent landlord" concept.

<b>Table 13–1</b> <b>Special command positions—Continued</b>
<b>Code:</b> 04 <b>Special Command Position:</b> Deputy CINC, U.S. European Command
<b>Code:</b> 05 <b>Special Command Position:</b> CINC, Southern Command
<b>Code:</b> 06 <b>Special Command Position:</b> CINC, Allied Forces Southern Europe
<b>Code:</b> 07 <b>Special Command Position:</b> Deputy Commander, Allied Land Forces (ALF), Southeastern Europe
<b>Code:</b> 08 <b>Special Command Position:</b> Chief of Legislative Liaison, Army
<b>Code:</b> 09 <b>Special Command Position:</b> Director, Defense Security Assistance Agency (if Army)*
<b>Code:</b> 10 <b>Special Command Position:</b> Defense Advisor, U.S. Mission, North Atlantic Treaty Organization (NATO)
<b>Code:</b> 11 <b>Special Command Position:</b> U.S. Representative, NATO Military Committee
<b>Code:</b> 12 <b>Special Command Position:</b> Deputy Chairman, NATO Military Committee
<b>Code:</b> 13 <b>Special Command Position:</b> CINC, United Nations Command and Combined Forces Command/Commander, U.S. Forces, Korea
<b>Code:</b> 14 <b>Special Command Position:</b> Chairman, Inter-American Defense Board (if Army)*
<b>Code:</b> 15 <b>Special Command Position:</b> President, National Defense University
<b>Code:</b> 16 <b>Special Command Position:</b> Director, Inter-American Defense College (if Army)*
<b>Code:</b> 17 <b>Special Command Position:</b> Director, Defense Special Weapons Agency (if Army)*
<b>Code:</b> 18 <b>Special Command Position:</b> Director, Defense Information Systems Agency (if Army)*
<b>Code:</b> 19 <b>Special Command Position:</b> Director, Defense Intelligence Agency (if Army)*
<b>Code:</b> 20 <b>Special Command Position:</b> Director, Defense Logistics Agency (if

<b>Table 13–1</b> <b>Special command positions—Continued</b>
Army)*
<b>Code:</b> 21 <b>Special Command Position:</b> Director, National Security Agency/Chief, Central Security Service
<b>Code:</b> 22 <b>Special Command Position:</b> Director, Defense Mapping Agency (if Army)*
<b>Code:</b> 23 <b>Special Command Position:</b> Deputy General Manager, NATO Airborne Warning and Control System (AWACS) Program Management Agency
<b>Code:</b> 24 <b>Special Command Position:</b> Chief of Staff, Army
<b>Code:</b> 25 <b>Special Command Position:</b> Vice Chief of Staff, Army
<b>Code:</b> 26 <b>Special Command Position:</b> CINC, USAREUR
<b>Code:</b> 27 <b>Special Command Position:</b> Commanding General (CG), TRADOC
<b>Code:</b> 28 <b>Special Command Position:</b> CG, FORSCOM
<b>Code:</b> 29 <b>Special Command Position:</b> CG, EUSA
<b>Code:</b> 30 <b>Special Command Position:</b> CG, AMC
<b>Code:</b> 31 <b>Special Command Position:</b> CG, U.S. Army, Japan (USARJ)
<b>Code:</b> 32 <b>Special Command Position:</b> Superintendent, USMA
<b>Code:</b> 33 <b>Special Command Position:</b> Deputy Chief of Staff for Intelligence (DCSINT)
<b>Code:</b> 34 <b>Special Command Position:</b> Commandant, Command and General Staff College
<b>Code:</b> 35 <b>Special Command Position:</b> Commandant, Army War College
<b>Code:</b> 36 <b>Special Command Position:</b> (Chief of Staff, Air Force)
<b>Code:</b> 37 <b>Special Command Position:</b> Chief, National Guard Bureau (if Army)*

**Table 13-1****Special command positions—Continued****Code: 38****Special Command Position:** AWACS Commander (if U.S.)**Code: 39****Special Command Position:** Deputy Defense Advisor for Research, Engineering and Acquisition, NATO (if U.S.)**Code: 40****Special Command Position:** Chief of Engineers/Commander, USACE**Code: 41****Special Command Position:** CG, USARPAC**Code: 42****Special Command Position:** Director for Strategic Plans and Policy, Joint Staff, JCS**Code: 43****Special Command Position:** (Not used)**Code: 44****Special Command Position:** CG, U.S. Army Information Systems Command (ISC)**Code: 45****Special Command Position:** (Not used)**Code: 46****Special Command Position:** Vice Chairman, JCS**Code: 47****Special Command Position:** (Not used)**Code: 48****Special Command Position:** Director, Defense Commissary Agency**Code: 49****Special Command Position:** Commandant, National War College**Code: 50****Special Command Position:** Commandant, Industrial College of the Armed Forces

\* Incumbents who are members of the United States Army will be provided appropriate housing by the Army. Responsibility for special allowance items for these positions has been assigned to the Department of the Air Force.

*c.* Incumbents of special command positions are entitled to residential housing with amenities appropriate to the level of official entertaining. These amenities include special allowances for table linen, dishes, glassware, silver, and kitchen utensils. Details are contained in section IV below and appendix J of this regulation.

*d.* Requests to establish new special command positions will be sent through the MACOM with full justification to ATTN DAIM-FDH, ACSIM, 600 Army Pentagon, Washington, DC 20310-0600. Justification will include the following:

- (1) Title of position.
- (2) Normal grade for position.
- (3) Present incumbent of position.
- (4) Identification of DU proposed for such designation.

(5) Reason for a special command position requirement. (Include magnitude of official public entertainment responsibilities.)

(6) Impact if not approved.

**13-10. Diversion of family housing for unaccompanied GFOQ residents**

*a.* Diversion of family DUs for the use of permanently assigned officers entitled to BAQ at the “without dependents” rate is addressed in paragraph 5-5b. Unaccompanied GFOQ residents who are required to reside on the installation will forfeit their housing allowances during the period of occupancy.

*b.* Costs to operate and maintain a family housing unit diverted to unaccompanied officer personnel housing (UOPH) use will be charged to the O&M account against which installation facilities operate.

*c.* The cost limitations of family DUs apply to those family DUs which have been diverted to UOPH usage but remain in the family housing inventory even though costs are not charged to the Army Family Housing (AFH) appropriation.

*d.* Individual cost records will be maintained on family DUs diverted to housing unaccompanied general and flag officers regardless of the source for financing their O&M.

**Section IV****Furnishings for General/Flag Officer's Quarters****13-11. Furnishings management**

Policy and procedures for managing furnishings are set forth in Chapter 9. This section covers the unique requirements for furnishings in DUs designated and used as GFOQ and ICQ.

**13-12. Furnishings**

*a. General.* Furnishings consist of furniture, household equipment, and miscellaneous items procured under special authority.

*b. Supplementary Furnishings.* Supplementary Government furnishings may be provided in Army-controlled housing designated for and occupied by a general or flag officer or an installation commander in the grade of colonel(O-6). Supplemental furniture support will be restricted to the public entertainment areas of the DU and will not replace personal furniture normally expected in relation to grade and family size.

*c. Public entertainment areas.*

(1) Areas, which are intended to accommodate public as well as private entertainment, include the entrance foyer, living room(s), dining room, and interconnecting stairways and hallways. Upstairs hallways (unless there is no bathroom available for guest use on the first floor) and other areas of the DU are not considered as part of the public entertainment area. Guest bedrooms in the DU of a special command position may be included if overnight accommodation of official visitors is required.

(2) Installation commanders will maintain an approved supplementary furnishings plan which defines the approved public entertainment areas for GFOQ and ICQ.

*d. Supplementary furnishings plan.* Each GFOQ and ICQ provided supplementary furnishings will have a current supplementary furnishings plan. This plan will consist of the following:

(1) A floor plan, with net lineal footage, to scale which—

(a) Depicts the area(s) designated as public entertainment area(s), and

(b) Indicates where window treatments will be used. Identify window treatments by their type(s), for example, drapes, curtains, sheers, venetian blinds, shades, and so forth.

(2) A listing of the supplementary furnishings items referenced to their line item numbers in Common Table of Allowances (CTA) 50-909. Where an exception has been granted for specific furnishings items, reference those items to their approval document.

*e. GFOQ and ICQ diverted to UOPH.* Restrictions concerning the provision of supplementary furnishings do not apply when the GFOQ or ICQ is diverted to UOPH. In such cases, the DU will be

appropriately furnished, if requested, according to size, to include the provision of a washer and dryer.

*f. Supplementary furnishings approval authorities.* Approval authorities and limitations are at table 13-2. Paragraph 13-20 contains waiver guidance.

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**Table 13-2**  
**Supplementary furnishings approval authorities**

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**Furnishings:** Initial issue of carpeting, draperies and sheers  
Special Command Positions—

**Age Limit:** NA

**Cost Limit:** NA

**Approval Authority:** MACOM

Other than Special Command Positions—

**Age Limit:** NA

**Cost Limit:** NA

**Approval Authority:** MACOM

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**Furnishings:** Replacement of carpeting, draperies and sheers  
Special Command Positions—

**Age Limit:** 10 years or more

**Cost Limit:** NA

**Approval Authority:** Installation Commander

**Age Limit:** Less than 10 years

**Cost Limit:** NA

**Approval Authority:** HQDA

Other than Special Command Positions—

**Age Limit:** 10 years or more

**Cost Limit:** NA

**Approval Authority:** Installation Commander

**Age Limit:** Less than 10 years

**Cost Limit:** NA

**Approval Authority:** MACOM Commander or his or her General Officer representative. For MACOM Commander, HQDA is approval authority.

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**Furnishings:** Initial issue and replacement furniture items authorized by CTA 50-909 for use in approved public entertainment area

**Age Limit:** NA

**Cost Limit:** NA

**Approval Authority:** Installation Commander

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**Furnishings:** Initial issue of authorized special allowance items for Special Command Positions (app J)

**Age Limit:** NA

**Cost Limit:** \$11,500

**Approval Authority:** HQDA

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**Furnishings:** Maintenance, repair, and replacement of authorized special allowance items for Special Command Positions (app J)

**Age Limit:** NA

**Cost Limit:** \$1,000 per FY

**Approval Authority:** Installation Commander

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**Notes:**

Furnishings (to include special allowance items) not authorized by CTA must be approved by HQDA. Installations may accomplish maintenance and repair of carpeting, draperies, sheers and furniture as required.

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*g. Disposition of furnishings upon housing redesignation.* Where representational housing is redesignated for other use or is assigned to a resident who is not eligible for Government-provided supplementary furnishings, the provisions of paragraph 9-17g apply.

### 13-13. Furniture

*a.* The procurement, repair, and replacement of furniture for GFOQ and for housing occupied by an installation commander in the grade of colonel (O-6) are restricted to supplementary furniture for the public entertainment areas. Excepted are the following:

(1) Those overseas areas where complete furnishings are provided.

(2) Those overseas areas where shipment of household goods is limited or optional.

(3) Those GFOQ and ICQ diverted to UOPH (para 13-12e).

*b.* The determination of specific supplementary furniture items to be provided by the Government will be made by the installation commander based on the resident's request and the supplementary furnishings plan for the DU. Such items must be authorized by CTA 50-909 or by an exception obtained in accord with paragraph 13-20. Such items may be issued from the installation's current furniture inventory. If unavailable from this inventory, or available but not suitable for their intended use, such items may be procured from GSA sources. Draperies, however, may be procured from local sources.

*c.* When requested and available for issue, quantities of furniture authorized by CTA 50-909 may be increased for DUs of unusual size, design, and layout. The installation commander may approve such requests.

*d.* Where weight limitations on shipment of household goods have been imposed, or shipment of household goods is optional, additional furniture will be provided to the extent applicable for the geographic location. Furniture issued for other than the public entertainment areas will be from the installation's current inventory.

*e.* Generally, one-time repair on authorized items will not exceed 75 percent of current replacement cost. No Government funds will be expended to repair, replace, move, or handle unauthorized furniture except for one-time moving and handling costs to property disposal.

### 13-14. Household equipment

*a.* The following items are authorized for GFOQ and the housing of installation commanders in the grade of colonel (O-6):

(1) One double oven cooking range.

(2) Two refrigerators (one with icemaker, 17-22 cubic feet).

(3) One food freezer.

(4) One portable dishwasher in the absence of a built-in dishwasher.

(5) One washer and dryer in those cases where a GFOQ or an ICQ is diverted to UOPH (para 13-12e).

(6) One carpet shampooer.

(7) One microwave oven (only for GFOQ and ICQ in USAREUR and, upon written request, for special command positions).

(8) Fireplace ensemble (per open fireplace).

*b.* Installed dishwasher and garbage disposal will be provided as part of the DU when feasible.

*c.* Procurement, repair, and replacement of clothes washer, dryer, microwave oven, and patio set (consisting of 1 table, dining without umbrella; 4 chairs, dining; 1 table, coffee; 2 tables, end; 2 chairs, rocker; and 1 loveseat) are authorized only for special command positions and for other GFOQ and ICQ in overseas areas, and for GFOQ and ICQ diverted to UOPH.

### 13-15. Area rugs or wall-to-wall carpeting

*a.* The provision of suitable area rugs or wall-to-wall carpeting as furnishings is authorized for the public entertainment areas of GFOQ and housing occupied by installation commanders in the grade of colonel (O-6). Wall-to-wall carpeting installed over prime floors is considered equipment-in-place (EIP) and is accounted for on furnishings records. Carpeting installed as the prime flooring is considered installed real property (IRP) and is accounted for on real property records. Wall-to-wall carpeting for public entertainment areas should be installed only after considering the advantages and disadvantages of area rugs. In instances where wall-to-wall carpeting is determined to be the most economical primary floor covering, it will be considered IRP and accomplished using either M&R funds or improvement funds, as appropriate. For additional information see CTA 50-909, appendix F.

*b.* Only high-quality area rugs and/or GSA equivalent carpeting will be used. The type of area rugs or carpeting selected will be suitable for the expected level of traffic. It shall be of a neutral shade, such as beige, so as to be acceptable to a succession of residents having furnishings of various decors. Bright colors and prominent patterns will be avoided. Selection of white, off-white, deep pile, or shag carpeting should also be avoided.

c. Area rugs or carpeting may not be replaced at intervals less than 10 years without the specific approvals cited in table 13-2 and paragraph 13-20. In no case will age or color be the sole determinant in deciding whether to replace area rugs or carpeting.

d. Wear specifications are set forth in the GSA Federal Supply Schedule, FSC Group 72.

e. Area rugs or carpet must comply with one of the following fire safety criteria:

(1) American Society for Testing Material (ASTM) E-84 (Steiner Tunnel Test), flame spread rating of 75 or less.

(2) Underwriters Laboratories (UL) 992 (UL Chamber Test), flame propagation index of 4.0 or less.

(3) Federal Test Method Standard No. 372 (Flooring Radiant Panel Test), criteria radiant flux of 0.25 watts or higher per square centimeter.

f. The following information will be included in requests for area rugs or carpeting and submitted to the proper authority. (See table 13-2 and para 13-20.)

(1) Identification of the GSA Federal Supply Schedule special item number or national stock number.

(2) Color selection.

(3) Number of square yards required.

(4) Separate cost for area rug or carpeting, padding, and installation.

(5) Whether requirement is initial issue or replacement. If replacement, date of previous installation and condition of existing area rug or carpeting. Photographs showing the deteriorated condition may be required for approval authority review. If age of existing area rug or carpeting is less than 10 years, justification for early replacement will be submitted to the proper approval authority identified in table 13-2. Justification will include a copy of the report of survey, when required, or note that either a statement of charges has been issued or a cash collection voucher completed.

(6) Floor plan of the DU, as described in paragraph 13-12d, indicating public entertainment area, area(s) to be carpeted, and dimensions of each area.

g. Wall-to-wall carpeting may be installed in other living areas as a primary floor finish when economic analysis demonstrates that such carpeting is the most economical primary floor finish. Such carpeting shall be compatible with the standards for the construction of new housing. (See para 7-17g.)

### **13-16. Draperies and sheers**

a. Draperies and sheers are authorized for the public entertainment areas of GFOQ and housing occupied by an installation commander in the grade of colonel (O-6).

b. Draperies and sheers will be of a neutral shade so as to be acceptable to a succession of residents having furnishings of various decors. Draperies of an extravagant or ostentatious nature will be avoided.

c. Draperies and sheers will not be replaced at intervals less than 10 years without the specific approvals cited in table 13-2 and paragraph 13-20.

d. Draperies must meet the flame retardant requirements of the National Fire Protection Association (NFPA).

e. The following information will be included in requests for draperies and submitted to the proper approval authority.

(1) Number of yards of materials required. Sheers will be identified separately. Cornices, swags, and other treatments, if applicable, will also be identified separately.

(2) Separate costs of material, lining, related subitems and installation.

(3) Floor plan, as described in paragraph 13-12d, showing public entertainment areas and location and dimensions of each window area. If applicable, also indicate wall areas where draperies are to be used and window and valance treatment.

(4) Whether requirement is initial issue or replacement. If replacement, date of previous installation and condition of existing draperies. If age of existing draperies is less than 10 years, justification for early replacement is required. Justification will include a

copy of the report of survey, when required, or note that either a statement of charges has been issued or a cash collection voucher completed.

### **13-17. Draw curtains**

a. Draw curtains may be provided as an alternative to window shades or blinds and used on sliding glass or glass doors.

b. Draw curtains will be unlined and made of fire retardant synthetic cloth, washable, shrink safe, and designed to control radiant heat, light, and glare. Material should be heavy enough to provide privacy when closed, day or night.

c. Cost of material, fabrication, and installation of draw curtains should be comparable to that normally expended for the provision of venetian blinds and shades. The normal life expectancy of draw curtains is 6 years.

d. When installed to replace existing window coverings beyond economical repair, draw curtains are chargeable to maintenance funds. In all other cases, installation is chargeable to construction.

e. Procurement of draw curtains requires installation commander approval.

### **13-18. Special allowances**

a. Incumbents of special command positions are authorized special allowances of table linen, china, glassware, silver, and kitchen utensils. Special allowance items are listed at appendix J.

b. Expenditures for these items will not exceed \$11,500 for the initial outfitting and \$1,000 in any one subsequent fiscal year for maintenance, repair, and replacement for any individual special command position. Where a larger inventory has been acquired under special authority, augmentation is not authorized. Concerted effort should be made to inspect items annually or upon change of occupancy. Annual allowances should be used to the extent necessary to maintain items in usable condition and eliminate large one-time purchases.

c. Items of china, glassware, and silver will not be decorated with crests or other insignia and should be selected in accord with appendix J. Service stocks for other branches of service will continue in accord with their established standards.

d. Funding for initial issue, replacement, and maintenance of special allowance items will be borne by the military department responsible for operation and maintenance of the housing except for rotational positions in Joint Commands and Defense agencies headquartered in the Washington, DC area where successive incumbents are usually from different military services. These general and flag officers will be housed by their respective services without permanently designating specific DUs. Responsibility for managing and financing the procurement, issue, receipt, storage, and repair of special allowance items supporting special command positions in the Washington, DC area, for which housing is not permanently designated, has been assigned to the Department of the Air Force.

e. Responsibility for the acquisition and management of special allowance items (except china, crystal, and flatware) for Army-controlled, permanently designated special command position housing is assigned to the MACOM commanders. The U.S. Army Military District of Washington (MDW), ATTN: ANMY-PWH, Fort Myer, VA 22211-5050, is responsible for the acquisition and management of china, crystal, and flatware for all Army-controlled special command position housing. These authorities may not be redelegated.

### **13-19. Furnishings report**

Furnishings provided in representational housing will be included in the family housing furnishings reports. (See para 16-14.)

### **13-20. Waivers**

Requests for early replacement (that is prior to 10 years) of area rugs, wall-to-wall carpeting, and draperies or issuance of furnishings items that are not authorized by CTA 50-909 or this chapter should be infrequent. If an exception is deemed necessary, however, requests will be submitted in accord with the following guidance:

a. *Special command positions.* Requests from incumbents of special command position housing in NATO/SHAPE will be forwarded through the Executive Officer, SACEUR, for review and validation of official representational needs. Requests from incumbents in special command position housing in MDW and other MACOMs will be forwarded through the MACOM with appropriate comments. All requests will be sent to ATTN DAIM-FDH, ACSIM, 600 Army Pentagon, Washington, DC 20310-0600. Exceptions have to be approved by the office of the ASA(IL&E).

b. *Non-special command positions.* Requests will be forwarded to the MACOM commander. The MACOM commander (unless he or she is the requestor) or his or her designated general officer representative has approval authority for early replacement of area rugs, wall-to-wall carpeting, and draperies. All other requests will be forwarded to HQDA(DAIM-FDH). All requests must include a justification signed by the general officer resident.

## **Section V**

### **Operation and Maintenance for General/Flag Officer's Quarters**

#### **13-21. Priorities**

All DUs will compete equally for maintenance, repair, and services. (See also chap 7, sections I and II.) GFOQ residents should make an effort to discourage well-meaning but overzealous subordinates from requesting maintenance or services beyond that which is clearly essential or seeking unreasonable response time to routine requests for their superiors' GFOQ.

#### **13-22. High-cost housing**

Many GFOQ are large with some ranging 4,000 to 10,000 square feet or more. By the very nature of their sizes they incur high annual O&M costs. Many GFOQ are old, having been built before energy conservation became a national concern. Old housing units have finite lives with systems and components that are wearing out and failing. These need to be replaced. All of these factors lead to higher costs. High-cost housing is defined as those GFOQ whose combined annual O&M costs exceed \$25,000 in a fiscal year for 3 consecutive FYs. High costs demand special attention and prudent management to optimize the use of scarce resources.

#### **13-23. Special M&R requirements**

Congress requires the Services to assure that effective management controls are utilized for GFOQ. (See app B.)

##### *a. M&R for GFOQ.*

(1) By congressional mandate, the total of all M&R obligations, excluding costs for asbestos and lead-based paint removal, on each GFOQ is limited to \$25,000 (absolute) per FY unless specifically reported to and approved by the Congress. Such reporting will be done by including detailed justification material with the annual AFH budget submittal. For purposes of ensuring that funding limitations are not exceeded, all costs directly associated with the GFOQ including associated other real property (ORP) intended for the exclusive use of the GFOQ resident, must be captured for inclusion in the quarterly obligations report (para 16-10).

(2) After the budget submittal has been congressionally-approved, Congress must receive prior notification for out-of-cycle work as follows:

(a) When the M&R cost for a GFOQ will exceed the congressionally-approved cost by \$5,000 or more.

(b) When the M&R cost for a GFOQ will exceed \$25,000 (absolute) for a DU not previously reported.

(3) Except for emergency or safety-related requirements, Congress will accept only one out-of-cycle submission per year. Requests for out-of-cycle requirements must be submitted over the signature of the Secretary of the Army.

(4) Emergency requirements and those necessary to ensure the health and safety of residents should be submitted by the most expeditious means to HQDA(DAIM-FDH) for processing through the ASA(IL&E) to Congress.

(5) When a single major M&R project for a GFOQ is estimated to cost \$15,000 or more, send the project to ATTN DAIM-FDH, ACSIM, 600 Army Pentagon, Washington, DC 20310-0600. Prior congressional approval is not required provided the total M&R costs for the GFOQ does not exceed \$25,000 (absolute), excluding costs for asbestos and lead-based paint removal, for the FY. Design costs for M&R projects involving GFOQ are chargeable to the GFOQ. Where a major M&R project addresses multiple units, including one or more GFOQ, a pro rata share will be assessed for each GFOQ (design cost divided by number of DUs equals pro rata share). The same criterion applies to the cost for supervision and administration (S&A).

(6) Where asbestos and/or lead-based paint removal costs cause the \$25,000 threshold to be exceeded after approval, HQDA will provide Congress with after-the-fact notification on a semiannual basis.

##### *b. O&M for GFOQ.*

(1) To ensure effective management of GFOQs, the ASA(IL&E) requires submission for approval those GFOQs whose O&M will exceed \$50,000 in a FY. MACOM commanders may approve O&M costs estimated at less than \$50,000 per GFOQ per FY provided that total M&R costs do not exceed \$25,000 (absolute). Installation commanders may approve O&M costs estimated at less than \$25,000 per GFOQ per FY provided that total M&R costs are less than \$25,000 (absolute).

(2) To meet the directives from Congress and the ASA(IL&E), installations will prepare an annual O&M budget estimate for each GFOQ in accord with paragraph 13-29. These estimates will be forwarded to the MACOM. MACOM will send those estimates whose O&M exceeds \$50,000 to ATTN DAIM-FDH, ACSIM, 600 Army Pentagon, Washington, DC 20310-0600.

(3) The budget estimate will include all O&M costs to the DU, appurtenant structures, and all other related areas and facilities intended for the exclusive use of the GFOQ resident.

(4) Changes to budget estimates will be done in accord with paragraph 13-29c.

c. Project documentation. Documentation to support the requirements described in a(5) above are found in AR 420-10, appendix C.

#### **13-24. Work authorization**

a. M&R work for GFOQ may be authorized for accomplishment per paragraph 7-5.

b. GFOQ resident approval is not required for SOs.

c. GFOQ resident approval in writing is required for all IJOs when the work covered by the IJO is not included in the SYGP. (See para 13-28.)

d. M&R projects initiated for GFOQ must be submitted either as individual projects independent of non-GFOQ projects or as separate bid items in an omnibus project. In either case, each GFOQ must be specifically identified with its own separate cost estimate.

#### **13-25. Disagreements on maintenance and repair work**

Where the GFOQ resident disapproves any major M&R work essential to protect the Government's investment in the DU, he or she will be required to sign a formal disapproval. When the GFOQ resident disagrees with the scope of work or disapproves the project and the matter cannot be resolved at the installation, it will be forwarded to the MACOM for resolution. Should the MACOM not resolve the matter, the issue will be forwarded to the OACSIM for resolution.

## **Section VI**

### **Construction for General/Flag Officer's Quarters**

#### **13-26. New construction**

a. The number of general and flag officers authorized is relatively constant. Many are assigned to key and essential positions which require that they reside on installations. Most of these positions have Government-provided housing designated for their incumbents. Hence, the requirement to construct new GFOQ should occur only infrequently.

b. New construction of GFOQ could be expected when—

(1) A key and essential general or flag officer position is permanently added at an installation.

(2) Security of a general or flag officer and his or her family demands housing on a military installation rather than in local communities.

(3) A decision is made to replace existing high cost GFOQ or GFOQ completely destroyed by fire or other disaster.

(4) An existing GFOQ can no longer be economically maintained.

c. Requests for construction of GFOQ must be accompanied by economic analyses using life cycle considerations which examine all feasible alternatives. Where redesignation of existing housing among grade categories is not feasible, a strong justification must be submitted with the request.

d. See also chapter 10, sections I, II, and IV.

### 13-27. Reprogramming post acquisition construction

Although HQDA may reprogram (per para 10-8 and app B) a post acquisition construction project within the annual appropriation and authorization except for individual dwelling units costing \$50,000 (\$60,000 to support the disabled) or more (\$35,000 for foreign source DU), no such projects will be done for GFOQ through reprogramming action. All such projects must be planned for, programmed, and included in the annual budget submittal to Congress.

## Section VII

### Planning, Programming, and Budgeting for General/Flag Officer's Quarters

#### 13-28. Planning and programming

a. In accord with paragraph 2-11, family housing at installation level will have a current, integrated series of plans associated with its sustainment. Additionally, each GFOQ will also have an individual Six-year GFOQ Plan.

b. The SYGP will be—

(1) Signed by the GFOQ resident.

(2) Developed for the program execution year plus the 5 subsequent years and updated prior to the start of each fiscal year.

(3) Synthesized from the AWP, LRWP, FYP, the President's budget and congressional action on the President's budget so as to reflect the most current information on O&M and construction.

(4) Interrelated with the four plans (AWP, LRWP, FYP, and, when prepared, CIS) identified in paragraph 2-11. (The SYGP provides opportunities for prudent management decisions and may elicit changes in one or more of the four related plans. The interrelationship of these plans as well as both budget execution and budget formulation are shown in figure 13-1. Figure 13-1 is located at the end of this chapter.)

(5) Estimated from the O&M costs developed in accord with allocation guidelines cited in paragraphs 13-34 and 13-35.

(6) Used as the basis for preparing the annual budget estimate (para 13-29).

c. A suggested format for a SYGP is at figure 13-2. (Figure 13-2 is located at the end of this chapter.) Users should adjust the format to meet their needs for specific GFOQ. Data entered in the SYGP should correspond to the type of data on DA Form 4939-R (General/Flag Officer's Quarters Quarterly Obligation Report). (See para 16-10.)

d. Review of plans. A detailed review of the five plans discussed in paragraph 2-11 and b above will provide a complete perspective of each GFOQ's funding requirements. This will aid the resident, the housing manager, and the installation commander in making sound, sensible management decisions on the long-term and immediate requirements for the housing.

e. Disposition of the SYGP.

(1) The SYGP will be developed as a coordinated effort with the GFOQ resident and submitted to the MACOM. All SYGP must be concurred with by the GFOQ resident and approved by the installation and the MACOM on an annual basis prior to the start of the

program execution year. Once the plan is concurred with by the resident, further concurrence on individual tasks is not required; only major changes to the plan require resident concurrence.

(2) SYGP for those GFOQ whose O&M costs are expected to exceed \$50,000 will be forwarded to ATTN DAIM-FDH, ACSIM, 600 Army Pentagon, Washington, DC 20310-0600 concurrent with the budget estimate for that GFOQ.

### 13-29. Budgeting for general/flag officer's quarters operation and maintenance

a. Requirement.

(1) An annual budget estimate will be prepared for each GFOQ to reflect its estimated cumulative O&M costs. An annual budget estimate will be prepared in the first year of the biennial budget cycle for each of the two years in that cycle. In the second year of the cycle an updated budget estimate will be prepared when there is a change to the previously submitted estimate.

(2) The budget estimate identifies and justifies estimated costs and, where applicable, serves as a request for HQDA approval to exceed the O&M cost limitations set forth in appendix B.

(3) Budget estimates for GFOQ will be developed locally in accord with AFH budget guidance published by HQDA. Round estimated costs to the nearest dollar. Figure 13-3 presents a suggested format for a GFOQ budget estimate. (Figure 13-3 is located at the end of this chapter.) The suggested format is derived from the O&M cost account structure contained in DA PAM 37-100-FY and corresponds to the type of data on DA Form 4939-R. (See para 16-10.) This format should be modified to meet individual needs. Users should use only those stub entries in figure 13-3 which accommodate the specific requirements of their individual GFOQ.

b. Disposition of budget estimates.

(1) All estimates will be reviewed and concurred in by the GFOQ resident (if the SYGP has not been signed by the GFOQ resident), validated by the installation commander, and submitted to the MACOM for approval or forwarding to HQDA. Review should be done in conjunction with the SYGP.

(2) O&M estimates which exceed \$50,000 in a FY and those O&M estimates whose M&R component exceeds \$25,000 in a FY will be forwarded by the MACOM to ATTN DAIM-FDH, ACSIM, 600 Army Pentagon, Washington, DC 20310-0600. Such estimates will be submitted so as to arrive not later than concurrent with the CBE, or equivalent, submission.

c. Changes to budget estimates.

(1) Every effort should be made to anticipate O&M expenditures far enough in advance so that they can be included in the annual budget estimate. If, during the execution year emergent requirements make it necessary to exceed the previously approved budget estimate, a revised budget estimate will be submitted to the MACOM. Revised estimates will be submitted as soon as possible after the need for a change has been identified.

(2) Revised O&M estimates which exceed \$50,000 will be forwarded by the MACOM to ATTN DAIM-FDH, ACSIM, 600 Army Pentagon, Washington, DC 20310-0600, for reapproval action.

(3) When the M&R component of the O&M revised estimate exceeds \$25,000 for the first time or is \$5,000 or more above the congressionally-approved threshold, prior congressional approval must be obtained for an out-of-cycle M&R requirement. Except for emergency or safety-related M&R, each Service is limited to one such notification submission per year. MACOMs will be notified of the submission schedule. Out-of-cycle M&R notification must be signed by the Secretary of the Army.

(4) Revised budget estimates will include the following:

(a) The approved budget amount, amount of change, and newly estimated amount for each subordinate detailed cost account.

(b) A complete narrative description and cost of the work and/or service which will cause the cost increase and the reason that the work and/or service must be done in that fiscal year. (This may be done by footnoting the change amounts in the revised budget estimate.)

(5) Revised budget estimates will also include a statement that all



known repairs for the DU are included. If not included, give the reason.

(6) Approval of an annual O&M budget estimate in excess of \$50,000 constitutes a new O&M limitation for that GFOQ in that fiscal year. Any further increases will require reapproval by HQDA.

*d. Carry over of congressional approval.*

(1) There may be occasions when, for cogent reasons, the congressionally approved amount of M&R for a specific GFOQ cannot be fully obligated in the FY for which approval was obtained (for example, a programmed change of occupancy did not take place). The amount, approved for an express purpose, which could not be obligated, may be carried over to the following FY, if approved by HQDA.

(2) Requests to carry over approval from one FY to the following FY must be sent through the MACOM to ATTN DAIM-FDH, ACSIM, 600 Army Pentagon, Washington, DC 20310-0600. Requests will include the amount to be carried over, reasons why funds could not be obligated, and the following FY's M&R program for the GFOQ. DA Form 4939-R must be annotated to reflect the carry over of congressional approval. (See para 16-10.)

(3) Approval to carry over will be authorized only for GFOQ that were previously reported to Congress for M&R over \$25,000.

## Section VIII

### Costing General/Flag Officer's Quarters

#### 13-30. General

*a.* Installations that are responsible for the O&M of GFOQ will maintain separate subordinate cost accounting records at the detail activity and performance level for each GFOQ. These cost records will be maintained for special reporting purposes to provide an analysis of the directly identifiable costs for the O&M of GFOQ.

*b.* Costs should be charged to individual GFOQ to the extent that they are directly and practically identifiable and measurable to the given DU and to that associated other real property which is for the sole use of the general or flag officer who occupies the given DU. Summary costs charged to the family housing program which cannot be identified or directly chargeable to a specific GFOQ should be allocated to that DU through the use of standards, estimates, or prudent allocation guidelines outlined in this section.

#### 13-31. Factors influencing costs

*a.* The costs of operating and maintaining a specific DU are dependent upon a very large array of factors. These include the following:

- (1) Age.
- (2) Size.
- (3) Design.
- (4) Types of materials.
- (5) Quality of construction.
- (6) Condition.
- (7) Location.
- (8) Weather.
- (9) Climate.
- (10) Topography.
- (11) Site Layout.
- (12) Kinds of utilities.
- (13) Family size.
- (14) Ages of family members.
- (15) Life style of family.
- (16) Turnover experience.
- (17) Energy efficiency of household equipment.

*b.* Every DU is affected differently by these and other factors. The number of variables makes it impossible to derive a formula that will allocate costs to individual DUs with any degree of accuracy. Hence, simple allocation rules are used to distribute among specified DUs those wider program costs not identifiable directly to them. These allocation rules are addressed below.

**13-32. Operation and maintenance cost account structure**  
The O&M cost account structure is set forth in DA PAM 37-100-FY. It identifies the cost categories and their immediate subordinate detailed accounts under which costs are chargeable.

#### 13-33. Direct costs for general/flag officer's quarters

*a.* Direct costs for GFOQ are essentially the same as for all other family housing and are described in paragraph 2-24.

*b.* Direct costs will be allocated to GFOQ according to the allocation guidelines specified in paragraphs 13-34 and 13-35 for the work and services provided.

*c.* For GFOQ, direct costs will be reported separately from indirect support costs. (See para 16-10 for reporting requirements.)

#### 13-34. Operations costs (Budget Projects 191000, 193000, and 194000)

*a. General.* The operations account includes management, services, furnishings, miscellaneous, utilities, and leasing costs. Any direct costs that can be readily identified to GFOQ should be so charged. Costs which cannot be identified as directly chargeable to a GFOQ on a service or job order basis, such as management, services, and utilities, should be allocated to individual GFOQ as indicated below.

*b. Management.*

(1) *Housing Office.* Prorate according to the following proportion: total family housing cost of this account divided by the total number of Government DU.

(2) *Programming and studies.* Charge to GFOQ concerned only where effort was solely and exclusively for one or more GFOQ and of direct benefit to the GFOQ. Prorate among GFOQ affected.

(3) *Environmental studies.* (See (2) above.)

(4) *Records.* Records will be established and maintained for the management account.

*c. Services.*

(1) *Refuse collection and disposal.* Prorate according to the following proportion: total family housing cost of this account divided by the total number of Government DU served.

(2) *Fire protection.* Prorate according to the following proportion: total family housing costs of this account divided by the total number of Government DU protected.

(3) *Police protection.* (See (2) above.)

(4) *Entomology services.* This is a directly identifiable cost. Charge to the specific GFOQ.

(5) *Custodial services.* Charge to specific GFOQ only if there is a directly identifiable cost.

(6) *Municipal-type services.* (See (1) above.)

*d. Furnishings.*

(1) *Furniture purchase.* Charge to specific GFOQ only if there is a directly identifiable cost.

(2) *Equipment purchase.* (See (1) above.)

(3) *Control, moving, and handling, furniture.* (See (1) above.)

(4) *Control, moving and handling, equipment.* (See (1) above.)

(5) *Maintenance and repair, furniture.* (See (1) above.)

(6) *Maintenance and repair, equipment.* (See (1) above.)

(7) *Records.* Records will be established and maintained for each individual furnishings account.

*e. Miscellaneous expenses.*

(1) *Permit payments.* Charge to specific GFOQ only if there is a directly identifiable cost.

(2) *German land taxes.* (See (1) above.)

(3) *United Kingdom (UK) accommodation charges.* (See (1) above.)

(4) *Fire insurance.* Prorate according to the following proportion: total family housing cost of this account divided by the total number of DU covered by the insurance.

*f. Utilities (BP 193000).*

(1) Since not all DU are individually metered, the following guidelines (designators) have been established for costing utilities to GFOQ:

(a) *Metered (M).* Where GFOQ are individually metered, use actual consumption and attendant costs.

(b) *Used (U)*. Where fuels (such as oil, coal, liquid propane) are delivered to individual GFOQ, use quantities delivered or consumed and attendant costs.

(c) *Simple Proration (P)*. Where master metered housing areas with GFOQ contain like size and type dwelling units with similar occupants, prorate consumption and attendant costs.

(d) *Sampling (S)*. Where there are no individual or area meters associated with a specific GFOQ, but there are other GFOQ of similar size and type, assign the metered GFOQ consumption rate to the unmetered GFOQ. The consumption rate assigned may be from individually metered GFOQ or from proration based on an area metering system.

(e) *Comparison (C)*. Where there are no reasonably comparable consumption data such as that in (c) and (d) above available on an installation, use consumption data for comparable dwelling units from a nearby installation or local communities. Local utility companies can supply consumption data from local communities. Derive individual GFOQ costs from comparable consumption data and costs per unit measure of the utility.

(f) *Factored (F)*. Where sewage metering or contract provisions do not enable measuring or computing sewage quantities, use the applicable engineering standard (if available) or use 70 percent of the water consumed as the sewage quantity.

(2) Records will be set up and maintained for each individual utility account. Records will be structured so that both the costs and consumption for each utility are captured.

g. *Leasing (BP 194000)*. This is a directly identifiable cost. Charge to specific GFOQ.

### 13-35. Maintenance costs (Budget Project 192000)

The maintenance account includes recurring M&R, major M&R, incidental improvements, M&R of exterior utilities, M&R of other real property, self-help, and design costs of M&R projects.

a. *Recurring M&R*. Charge directly identifiable costs to GFOQ.

b. *Major M&R*. This is a directly identifiable cost. Charge to specific GFOQ.

c. *Incidental improvements (that is, alterations and additions)*. Charge directly identifiable costs to GFOQ.

d. *M&R of exterior utilities*. M&R costs beginning at the 5-foot line and ending at a point where the utility system joins a main or terminates are directly identifiable costs and should be charged to GFOQ.

e. *M&R of other real property*.

(1) Other real property costs will be charged to GFOQ only if they can be clearly identified with the dwelling unit as associated real property such as garages, driveways and grounds which are for the exclusive use of the GFOQ resident.

(2) Costs for common use areas and common facilities will not be charged to individual GFOQ.

f. *Self-help program*. This is a directly identifiable cost. Charge to specific GFOQ.

g. *Design costs*. Charge directly identifiable costs to GFOQ.

### 13-36. Approval authorities and cost limitations

Approval authorities are established at various cost levels to ensure appropriate before-the-fact management of those types of actions which contribute to unusually high costs. (See table 13-2 and app B.)

## Section IX

### General/Flag Officer's Quarters Review and Analysis

#### 13-37. General

The O&M costs associated with many GFOQ warrant intensive oversight by those responsible for housing management. A report has been designed for use by management at all levels to assist in management cost analysis, developing standards or norms, and special management and cost studies as necessary. This report, which plays a key role in justifying and defending the Army's resource

needs to support GFOQ before OSD and the Congress, is prescribed in paragraph 16-10.

### 13-38. Change of occupancy orientation

The incoming general or flag officer will schedule an orientation on his or her GFOQ within 30 days after occupying the GFOQ. Ideally, this orientation should include the spouse and take place at the GFOQ at the earliest possible time.

a. *Orientation packet*. This packet will be presented to the GFOQ resident at the orientation. It should include the following:

(1) Resident handbook.

(2) A copy of AR 210-50 or an excerpt or summary of the regulation.

(3) A list of installation information and important telephone numbers.

(4) Copies of the plans described in paragraphs 2-11 and 13-28.

(5) The last quarterly obligations report.

(6) The furnishings plan (if applicable).

(7) A floor plan with highlighted official entertainment areas.

(8) A list of furnishings items which may have been provided to the DU as an exception to policy.

(9) Any additional information and material considered appropriate by the housing manager.

b. *Orientation topics*. The housing manager's orientation should focus on the following topics:

(1) *Funding limitations*.

(a) Identify funding limitations and approval authorities.

(b) Describe procedures for obtaining approval beyond the installation's authority.

(c) Delineate the time frame for submitting M&R projects estimated to exceed \$25,000 in a FY.

(d) Describe what is involved in out-of-cycle requests to Congress.

(e) Discuss incidental improvement limitations in terms of funds and types of work which can and cannot be done.

(f) Explain that there is no separate funding for GFOQ.

(2) *Six-year GFOQ Plan*.

(a) Explain how the SYGP is developed, point out significant projects, and emphasize the importance of doing the work.

(b) Discuss the importance of the GFOQ resident's participation in developing the SYGP, their commitment, and pros and cons of making changes to the SYGP.

(c) Point out that requests for non-routine work not included in the plans require written approval of the general officer resident, just as requests for exception to policy or unauthorized items must be signed personally by the general officer resident. Emphasize that the signatures of the spouse, an aide, or executive officer are not acceptable.

(3) *Quarterly obligation report*.

(a) Provide a summary of the average cost to operate and maintain the GFOQ.

(b) Discuss significant expenses during the past year and explain "normal" operating costs.

(c) Inform the resident of the approximate time frame of distribution of the report and who reviews and approves the report (not the resident).

(4) *Miscellaneous*.

(a) As applicable, discuss the GFOQ's furnishings plan, replacement of carpeting and drapes, and frequency of maintenance.

(b) If the resident occupies a special command position, address special allowances, current inventory, replacements, annual funding limitations, requests, and approval authorities.

(c) Inform the resident that, while hand receipt signature authority may be delegated in writing, this does not extend to requests for furnishings.

### 13-39. Review and analysis

a. Review and analysis should provide managers at all levels with sufficient information and data to serve as a basis for measuring performance and focusing management effort on a priority basis against those areas where performance is weakest.

*b.* HQDA(DAIM-FDH) will—

(1) Analyze those annual GFOQ O&M budget estimates which exceed \$50,000 and provide to Congress with the annual AFH budget submittal those whose M&R estimates exceed \$25,000.

(2) Analyze DA Form 4939-R.

(3) Compare costs worldwide.

(4) Assess validity of costs.

(5) Ensure costs are within approval levels and do not exceed cost limitations.

(6) Ensure necessary waivers/exceptions have been received and are documented.

(7) Identify cost trends and explain reasons they occur.

(8) Submit analysis of GFOQ management to OSD as required.

*c.* MACOMs will—

(1) Review the SYGP for each GFOQ.

(2) Analyze annual O&M budget estimates for each GFOQ and forward those which exceed \$50,000 and those whose M&R component is \$25,000 or more to HQDA.

(3) Analyze installations' DA Forms 4939-R.

(4) Compare costs across the MACOM and by region.

(5) Assure validity of costs.

(6) Ensure costs are within approval levels and do not exceed cost limitations.

(7) Ensure necessary waivers/exceptions have been requested, documented, and approved.

(8) Identify cost trends and assess reasons therefor.

(9) Provide installations with comparative summaries on cost averages and trends.

*d.* Installations will—

(1) Keep a separate cost data file for each GFOQ. (DPW will provide detailed cost data to the housing manager as costs occur.)

(2) Prepare a SYGP for each GFOQ.

(3) Prepare an annual O&M budget estimate for each GFOQ and provide to GFOQ resident and MACOM.

(4) Complete DA Form 4939-R and provide it to GFOQ residents for their information and comment.

(5) Provide copy of DA Form 4939-R for the second and fourth quarters to MACOM.

(6) Establish and maintain cost and performance data.

(7) Measure and analyze performance in each of the GFOQ cost accounts, particularly in the utilities account where quantity consumed is as important, if not more so, than costs.

(8) Compare costs of goods and services for GFOQ against other family housing.

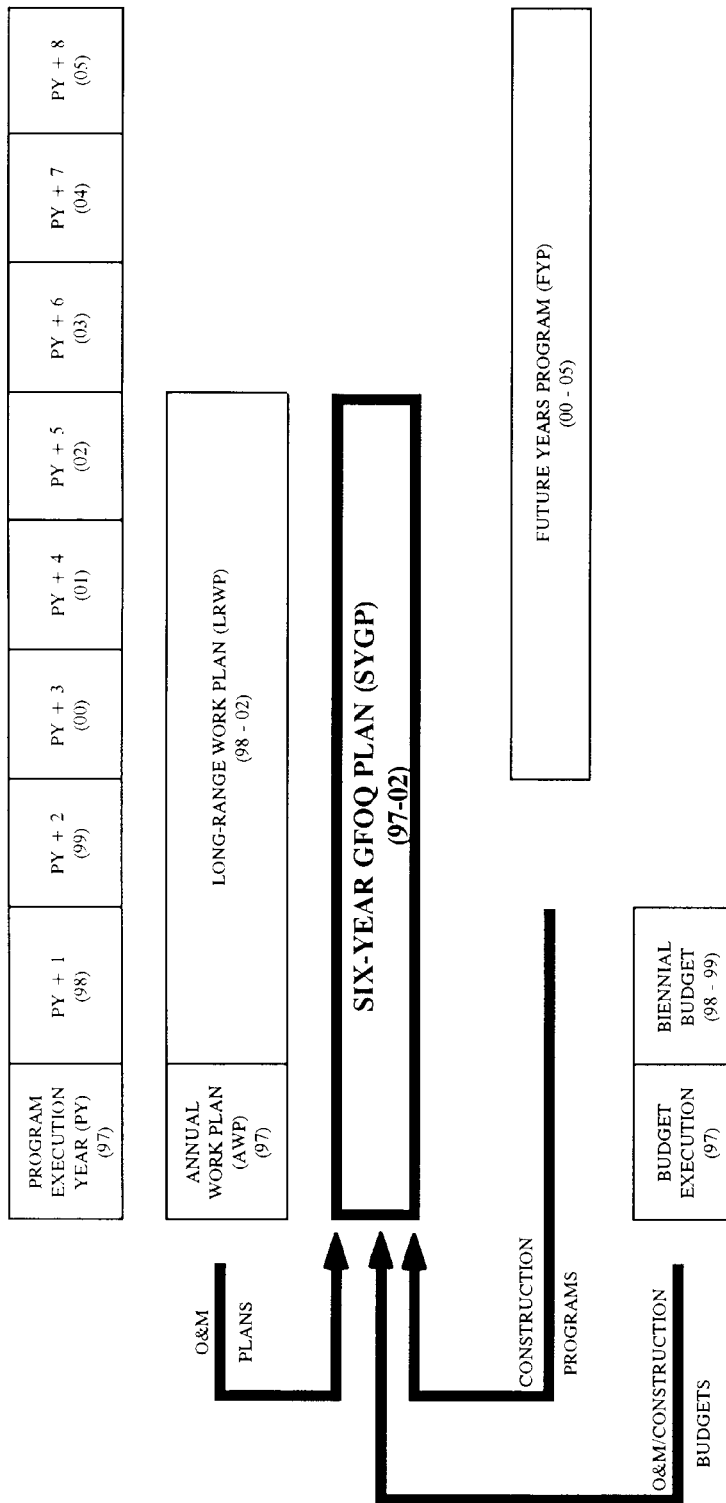
(9) Check validity of charges and accuracy of prorations or assignments of costs.

(10) Ensure costs are within approval levels and do not exceed cost limitations.

(11) Ensure waivers/exceptions are approved before proceeding.

(12) Ensure GFOQ residents have signed hand receipts for furnishings.

(13) Identify cost trends and evaluate causative factors.



**Notes:**

In FY 97 the SYGP developed for FY 97 - FY 02 is based on --

1. AWP for FY 97.
2. LRWP for FY 98 - FY 02.
3. O&M/construction budgets expected to be executed for FY 97.
4. O&M/construction biennial budget estimates for FY 98 & FY 99.
5. Construction FYP for FY 00 - FY 05.
6. Capital Investment Strategy (CIS), when prepared.

**Figure 13-1. GFOQ planning relationships**

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**SUGGESTED FORMAT FOR COMPLETING  
A SIX-YEAR GFOQ PLAN (SYGP)**

Installation:

Quarters Address:

NSF:

Year Built:

**1. OPERATIONS COST CATEGORIES**

- a.        Management — Estimated pro-rata share of family housing office administrative cost, programming and studies, and environmental studies
- b.        Services — Estimated costs for refuse collection and disposal, fire and police protection, entomology services, and custodial services
- c.        M&R Furnishings — Estimated cost for maintenance of furniture and equipment (Project ID)
- d.        Purchase Furnishings — Estimated acquisition cost (Project ID)
- e.        Control, Moving, Handling of Furnishings — Estimated cost for administering and moving of Government-owned furniture and equipment to, in, or out of GFOQ
- f.        Miscellaneous — Estimated cost for permit payments and (Germany only) fire insurance, and so forth.
- g.        Utilities — Estimated cost for all utilities
- h.        Lease Payments — Estimated or negotiated cost for basic shelter rent for leased GFOQ

**Figure 13-2. Suggested format for a six-year GFOQ plan (SYGP)**

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Total Operations — Sum of 1.a. through h. above

2. MAINTENANCE COST CATEGORIES

- a. Service Calls — Estimated cost for service calls
- b. Routine M&R — Estimated cost for recurring/change of occupancy maintenance (Project ID)
- c. Between Occupancy Cleaning — Estimated cost for contract cleaning at Government expense (limited locality application)
- d. Interior Painting — Estimated cost for interior painting (Project ID)
- e. Exterior Painting — Estimated cost for exterior painting (Project ID)
- f. Major Repairs — Estimated cost for major projects (Project ID)
- g. Alterations and Additions — Estimated cost for alterations/deletions to GFOQ and other real property facilities directly related to GFOQ (Project ID)
- h. M&R Exterior Utilities — Estimated cost for M&R of utility system, including street lighting, beginning at the 5-foot line and ending where the system joins a main or terminates (Project ID)
- i. M&R Grounds — Estimated cost for maintenance, care and repair of improved and unimproved grounds (Project ID)
- j. M&R Other Real Property — Estimated cost for M&R of paved areas (driveways, walks, curbs, parking, etc.) (Project ID)
- k. Design Cost — Estimated cost for design of M&R project(s) attributable to the GFOQ and appurtenant property and facilities (Project ID)

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Figure 13-2. Suggested format for a six-year GFOQ plan (SYGP)—Continued

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Total Maintenance and Repair — Sum of 2.a. through k., above

Total O&M - Sum of 1.a. through 2.k., above

### 3. PROJECT IDENTIFICATION

All cost categories in paragraphs 1 and 2 which have Project IDs must be annotated in this paragraph of the management plan. All project IDs will be alpha characters in sequential order by fiscal year. The alpha code will be entered by FY at the appropriate cost category stubs in paragraphs 1 and 2 above. Corresponding codes, program year, estimated cost and detailed description will be entered in this paragraph. M&R projects in excess of \$15,000 must include DD Form 1391 form number. Entries for cleaning/replacement of carpeting and drapes and interior/exterior painting must include year work was last performed. Design cost must specify project.

Resident Concurrence — Type name and rank of resident. Have resident sign and date.

Installation — Type name and rank of DPW. Sign and date.

MACOM — Type name, rank, and office symbol of MACOM representative. Sign and date.

#### NOTES:

- Entries made in accord with paragraphs 1 and 2 should be for 6 years with the starting FY being the current year plus 1. For example, SYGP developed in FY 96 should cover the period FY 97-02 (Figure 13-1).
- BP6000000 Improvement/Construction projects should be listed separately in paragraph 3.
- All other costs, such as security, and their funding appropriations (for example, OMA, OPA) should be listed separately in paragraph 3.

**Figure 13-2. Suggested format for a six-year GFOQ plan (SYGP)—Continued**

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Army-FY

Date Prepared

BUDGET ESTIMATE<sup>1/</sup>  
GENERAL/FLAG OFFICER'S QUARTERS  
OPERATION & MAINTENANCE — AFH (BP 190000)

FOR SUBMISSION TO  
(Congress or ASA(IL&E), as applicable)

MACOM  
INSTALLATION  
QUARTERS ADDRESS  
RESIDENT'S NAME, RANK, POSITION, & SERVICE

YEAR BUILT

NET SQUARE FEET

DWELLING UNIT BP 190000 ACCOUNT	O&M OBLIGATIONS	CONGRESSIONALLY APPROVED AMOUNT (>\$25K)
FY current <u>minus 2/actual</u>		
FY current <u>minus 1/actual</u>		
Current FY <u>program</u>		
Current FY plus 1 <sup>2/</sup> (President's Budget)		
Current FY plus 2 <sup>2/</sup>		
Current FY plus 3 <sup>2/</sup>		

Figure 13-3. Suggested format for a GFOQ budget estimate

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ACCOUNT	DESCRIPTION	FY ESTIMATED COST
1. OPERATIONS		
	Management	
	Services	
	Furnishings	
	Other	
	TOTAL	
2. UTILITIES		
3. LEASE		
4. MAINTENANCE & REPAIR		
	Service Calls	
	Routine Maintenance <sup>3/</sup> (include change of occupancy, if programmed)	
	Interior Painting (enter yr last painted) <sup>4/</sup>	
	Exterior Painting (enter yr last painted) <sup>4/</sup>	
	Major Repairs/Projects (DD 1391 form number)	
	Incidental Improvements ( <u>mandatory</u> detail)	
	M&R Exterior Utilities	
	Grounds	
	Other Real Property	

Figure 13-3. Suggested format for a GFOQ budget estimate—Continued

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Design Costs (specify project)  
TOTAL M&R

5. IMPROVEMENTS (BP 6000000) FY  
(explain)  
(not part of >\$25K limitation)
6. REMARKS:

(Date, typed name, signature of DPW  
indicating validity of work)

NOTES:

1. Round all dollar entries to the nearest hundred dollars.
2. Exchange rates FY XX-XX

Belgium (Franc)	BF 00.00	Japan (Yen)	JY 000.00
Germany (Mark)	DM 0.00	S. Korea (Won)	KW 000.00
3. Routine Maintenance — provide details of work, routinely and/or during change of occupancy, as applicable.
4. Interior/Exterior Painting — state year when last painted (whole or partial), explain if painting includes additional surface repairs and supplementary preparatory work.

Figure 13-3. Suggested format for a GFOQ budget estimate—Continued

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## Chapter 14 Support Documentation for Justification of Housing Requirements

### Section I General

#### 14-1. Scope

This chapter establishes policy and procedures for determining housing requirements and for developing documentation necessary to support housing acquisition programs.

#### 14-2. Basic housing acquisition policy

*a.* General policies regarding the acquisition of housing are set forth in paragraph 1-18.

*b.* Irrespective of which housing acquisition program is pursued for family housing or UPH, the Army must document its needs. This is necessary not only for its own internal decision-making process but also to justify its decisions to OSD, OMB, and Congress in defense of its budget requests. Such documentation must address Government-controlled housing assets and shortfalls (sec II below). It must also reflect local community housing conditions as fully and accurately as possible (sec III below) and analyze the costs and benefits of feasible alternatives (sec IV below).

*c.* Housing is important to the morale and well-being of soldiers

and their families and hence to the readiness of individual soldiers and their units and organizations. Therefore, commanders must ensure—

(1) Documentation to support housing needs receives command attention at all levels.

(2) Close cooperation is given those who prepare the documentation and process and tabulate the results.

(3) Documentation is kept on file for review.

(4) A viable audit trail exists.

### Section II Army Housing Requirements Program

#### 14-3. Description

The Army Housing Requirements Program is an administrative procedure based on more efficient management of existing data input and most effective use of the data provided. It relies upon current and projected manning strengths for the installation and is related directly to the housing market analysis. It results in a consolidated analysis of requirements against on- and off-post housing assets, both current and projected, and their condition, utilization, and occupancy.

#### 14-4. Use of the Army Housing Requirements Program

The AHRP is a decision-making tool. As such it is used to—

*a.* Program the following: